Quality Journey: Making Change in the Health Care System

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Presentation Outline

About SSMHC

Implementing a quality culture

Learning from the MBNQA process





Up Here, We Go by Results!

A story about a priest and a taxi driver who went to heaven ...







SSM Health Care Facilities

Thompson

SSM Health Care St. **SSM** Health Care of Blue Island, IL Louis St. Francis Hospital Health Center Cardinal Glennon Children's St. Clare Hospital, Baraboo WI Hospital St. Marys Care Center St. Joseph Health Center St. Marys Hospital Medical Center St. Joseph Health Center West **DePaul Health Center** St. Joseph Hospital Maryville, MO St. Mary's Health Center St. Francis Hospital & Health SSM Rehab Services **Managed Care Organization Physician Organization SSM Home Care SSM Health Care of** Oklahoma Centralia, IL St. Anthony Hospital St. Mary's Hospital **Bone & Joint Hospital** Mt. Vernon, IL Jefferson City, MO **Good Samaritan Regional Health** Center St. Marys Health Center Quality **Villa Marie Skilled Nursing Facility** Award

SSM Health Care

- 21 hospitals, three nursing homes, physician practices, home care, award-winning information center
- \$2.4 billion in assets
- 23,000+ employees, 5,000 physicians, 5,000 volunteers
- 82% female, 18% minority





Our Mission

Through our exceptional health care services, we reveal the healing presence of God.







Our Values

- Compassion
- Respect
- Excellence
- Stewardship
- Community





Characteristics of Exceptional Health Care

Through our exceptional health care services, we reveal the healing presence of God.

Exceptional clinical outcomes

Unplanned Readmission Rate Exceptional
Patient, Employee
& Physician
Satisfaction

Inpatient Loyalty
Employee Satisfaction
Physician Satisfaction

Exceptional financial performance

Operating Margin





Other SSMHC Initiatives

Diversity

Healthy Communities

Non-violence

Preservation of the Earth





Implementing A Quality Culture









"We are, or become, those things which we repeatedly do. Therefore, excellence can become not just an event, but a habit."

Albert Einstein





1988 "Intrapreneurship"1989 "Servant Leadership"









What flavor this month?





Inspiring themes are not enough to ensure the genuine pursuit of excellence.







Initial CQI Implementation Plan

1992-1993

1993-1994

Quality in

Daily Work

Life

1989

Investigation

Research

Decision

Working

Together in

1990-1991

Teams

Policy

Quality

and

Planning

1995 and **Beyond**





First Five Years – Key Accomplishments

- Articulated CQI principles
- A CQI Improvement Model
 - Process Improvement
 - Process (Re)Design
- Strategic and Financial Planning Model
- Training, Training, Training
- Lots of teams





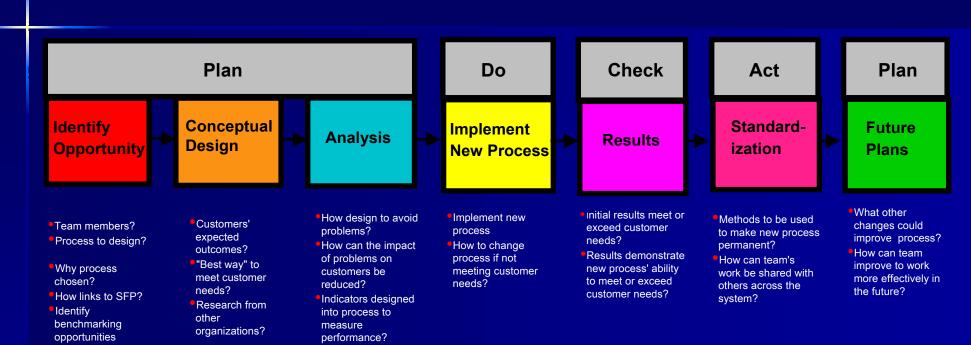
CQI Principles

- Patients and other customers are our first priority
- Quality is achieved through people
- All work is part of a process
- Decision-making by facts
- Quality requires continuous improvement





CQI Model — Process Design Approach







Early Learnings

Trained more people than needed

 Didn't tie team work to strategic and financial plan

No urgency about achieving results





Refined CQI Implementation Plan

1990-1991

1992-1993

1993-1994

Beyond What's

1995 and

Quality in

Life

Daily Work Next?

MBNQA

Investigation

1989

Research

Decision

Working

Together in

Teams

Policy

Quality

and

Planning





MBNQA



The best way to get better faster.





Accomplishments Using Baldrige Criteria

State Awards

- 1996 Bone & Joint Hospital, OK
 St. Francis Hospital & Health Services, MO
- 1998 St. Anthony Hospital, OK
- 1999 SSM Health Care
 St. Marys Hospital Medical Center, WI
- 2000 St. Clare Hospital & Health Services
- 2002 SSM Information Center





SSM Health Care 2002 MBNQA Recipient







Learning from the MBNQA Process

- Framework
- Focus
- Discipline







Framework

Patient and Health Care

Market-Focused Strategy Customer and Action Plans



4: Information and Analysis





Leadership

- Set, communicate and deploy organizational values, directions.
- Balance the needs of patients and other customers.
- Create an environment for empowerment, innovation and learning.
- Ensure public responsibility above minimum standards.





Leadership – Learnings

Clear, concise mission statement and values

Leadership philosophy and expectations

Everything is intentional





SSMHC's Leadership Philosophy and Expectations

- Superior results in clinical, operational and financial performance
- Fact-based decision-making
- Involvement and shared accountability
- Customer focus
- Information sharing
- Developing people





Strategic Planning

- Strategy development
 - Develop entity goals and action plans that align with system's goals.
- Strategy deployment
 - Deploy goals and action plans throughout facility to all employees.





Strategic Planning – Learnings

- Minimum data set
- Integrate plan with HR and suppliers
- Formalized deployment
- Alignment





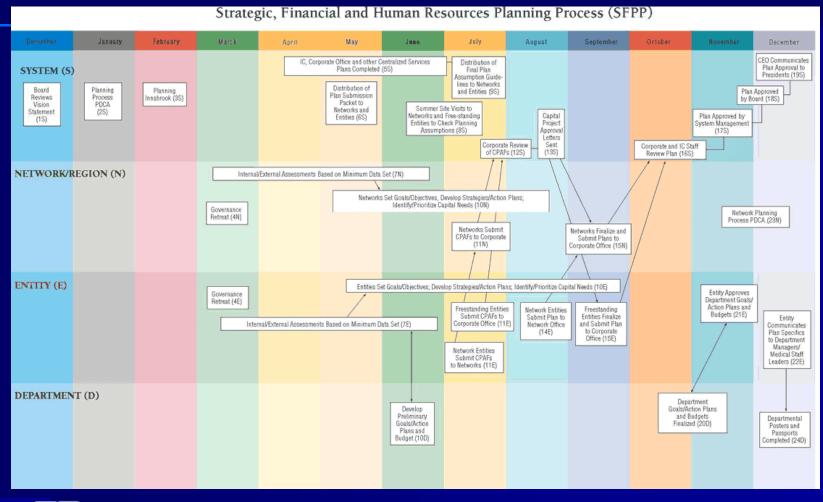
Strategic Planning

- Strategic, Financial & HR Planning Process
 - Develop entity goals and action plans that align with system's goals.
 - Deploy goals and action plans throughout facility to all employees.
 - Use comparative and benchmark data to set goals.





Strategic, Financial and Human Resources Planning Process







Internal and External Assessments: Minimum Data Set

- Internal Data
 - Medical staff analysis
 - Product line analysis
 - Physical plant/technology analysis
 - Human Resources analysis
 - Financial analysis
 - Clinical quality





Internal and External Assessments: Minimum Data Set

External Data

- Consumer information analysis
- Demographic/socioeconomic analysis
- Competitor analysis
- Emerging technologies
- Payor analysis
- Public policy/legislative/accreditation analysis

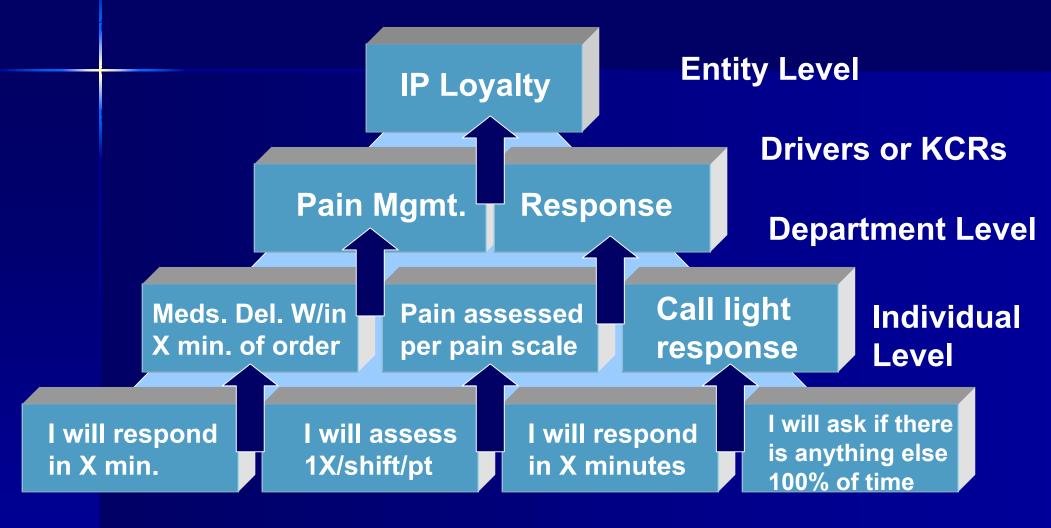




Strategy Deployment & Alignment



Plan Deployment







Passport





Passport

- Deployment Tool
 - SSMHC's mission and vision
 - Entity's goals and objectives
 - Department's goals
 - Employee's goals
- Links to evaluation







Patients, Other Customers and Markets

- Understand requirements, expectations and preferences of all customers.
- Monitor and analyze satisfaction data.
- Systematically build relationships with customers.





Patients, Other Customers and Markets – Learnings

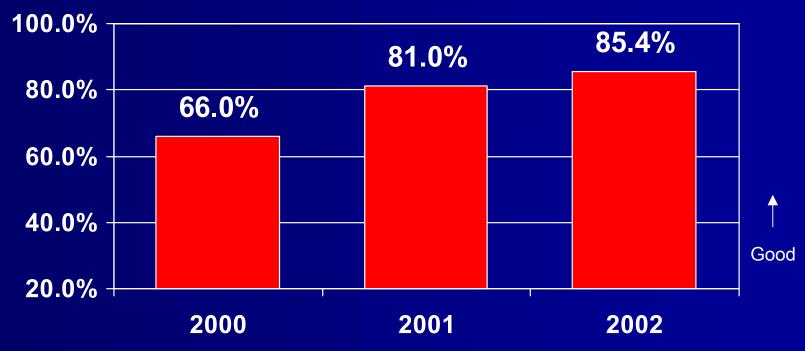
- Clarity around definition of customer
- Customer segmentation
- Better use of listening and learning posts
- Standardized complaint management process





Key Customer Requirements

Nurse Responds to Patients in Reasonable Time





Source: Physician Satisfaction Survey



Key Customer Requirements

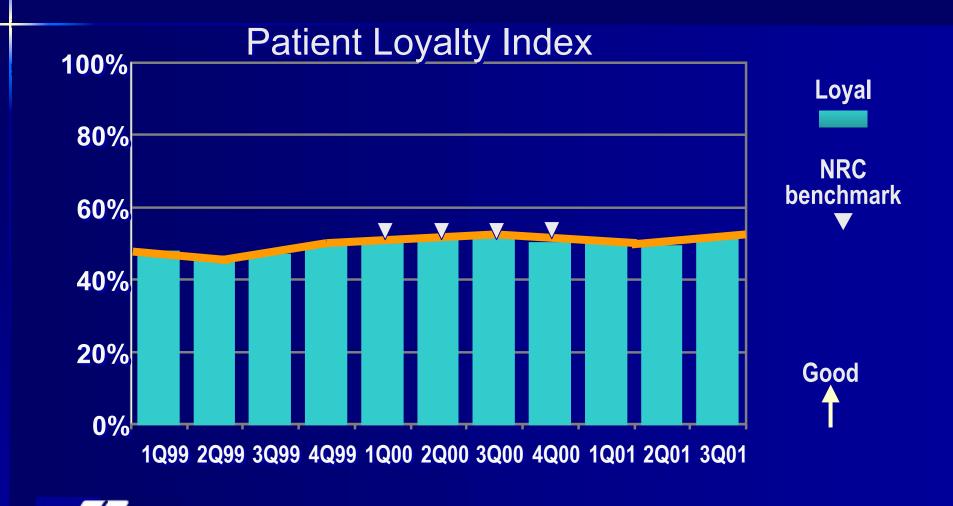
ED Total Wait Time Reasonable



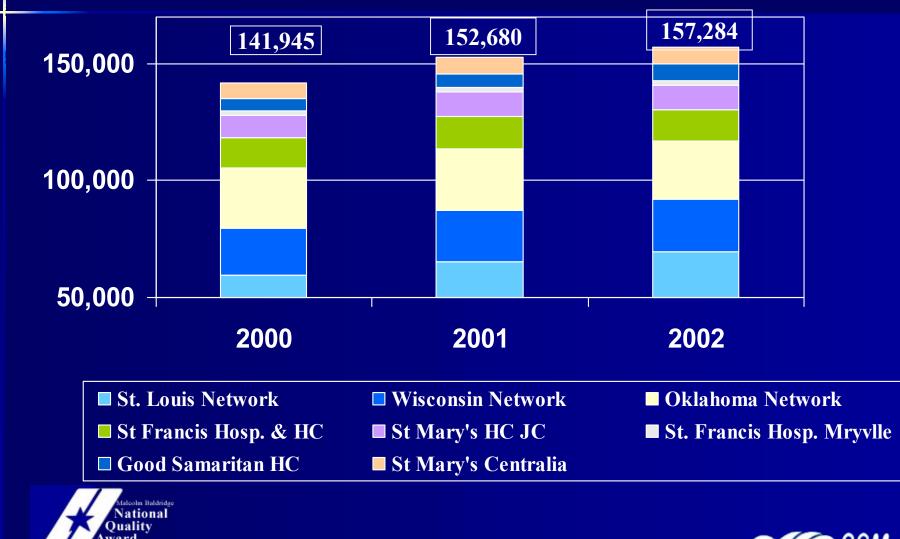




Inpatient Satisfaction



SSMHC Growth in Admissions 2000-2002





Information and Analysis

- Data availability
 - Closely monitor performance results.
 - Establish effectiveness measures.
 - Look for correlations.
 - Use benchmarks/comparative data.
- Hardware and software quality





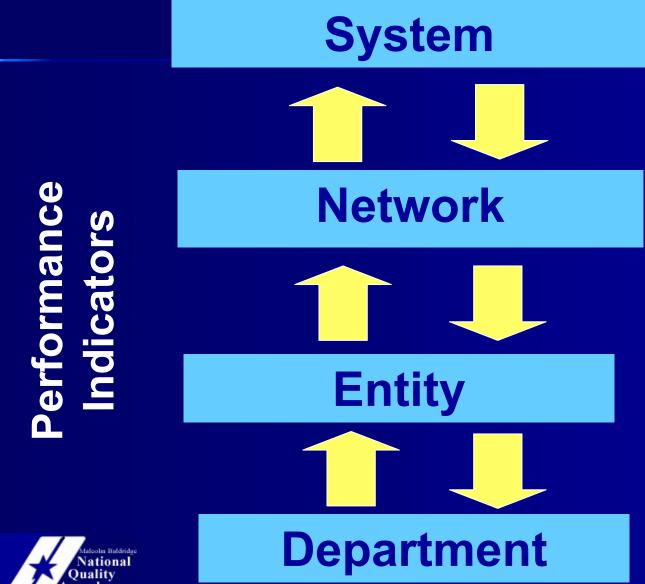
Information and Analysis – Learnings

- Balanced set of measures
- Alignment of indicators
- Use of in-process measures
- Comparative data
- Correlation between key indicators





Cascading Indicators



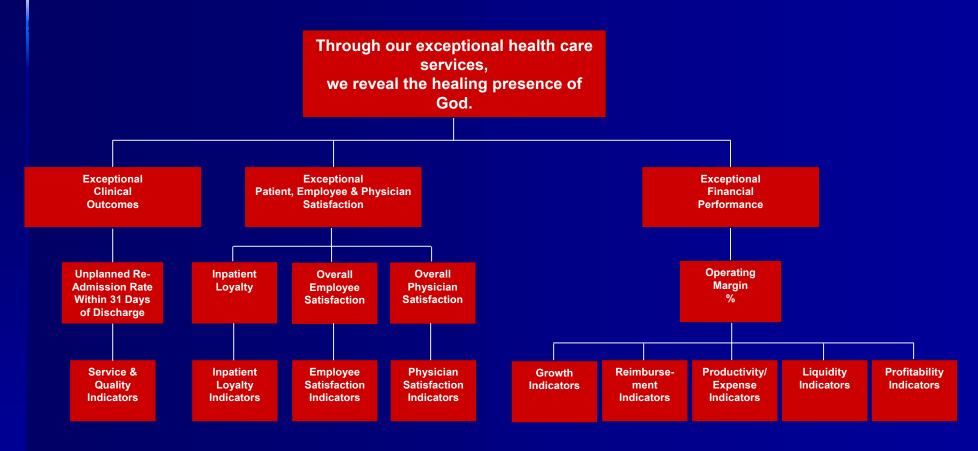
Exceptional Results





Performance Management Process

Alignment of Indicators







Performance Analysis – System-Level Indicators

Consolidated Operations									
Profitability	Operating Margin %		1.5%	2.4%					
Liquidity	Unrestricted Days Cash on Hand		182	209					
Hospital Operatio									
Growth	Acute Admissions	137,656	136,884						
Reimbursement	Patient Revenue Per APD	\$1,410	\$1,336						
Producitvity/Cost	Operating Expense Per APD	\$1,402	\$1,321						
Profitability	Operating Margin %	3.7%	4.4%						
Clinical	31 Day Acute Readmission Rate	4.5%	4.2%						
Service & Quality	Inpatient Loyalty Index	49.5%	52.9%						
Satisfaction	Employee Satisfaction Indicator	74.1%	71.8%						
Satisfaction	Physician Satisfaction Indicator	77.6%	73.6%						
Skilled Nursing Home									
Profitability	Operating Margin %	1.4%	-1.9%						
Service & Quality	Daily Physical Restraints Prevaler	nce 3.9%	5.1%						
Home Health									
Profitability	Operating Margin %	12.0%	8.4%						
Service & Quality	Homecare Patient Loyalty Index	56.9%	64.0%						
Physician									
Profitability	Net Revenue Per Physician	\$35,074	\$33,739						
Productivity	Practice Direct Operating Cost %	66.6%	68.4%		$\overline{\bigcirc}$				











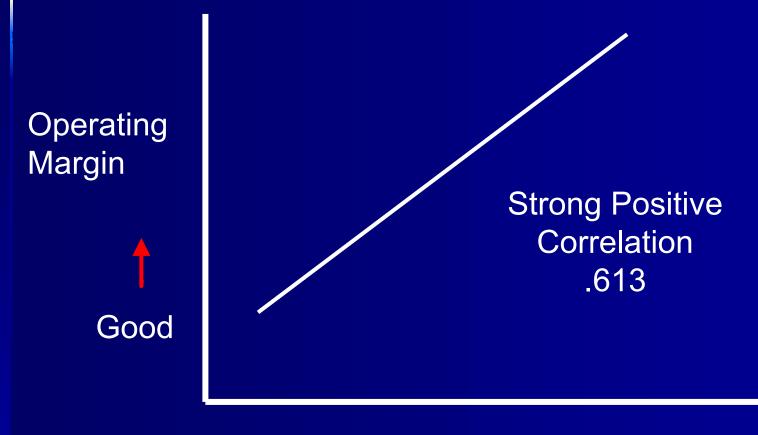
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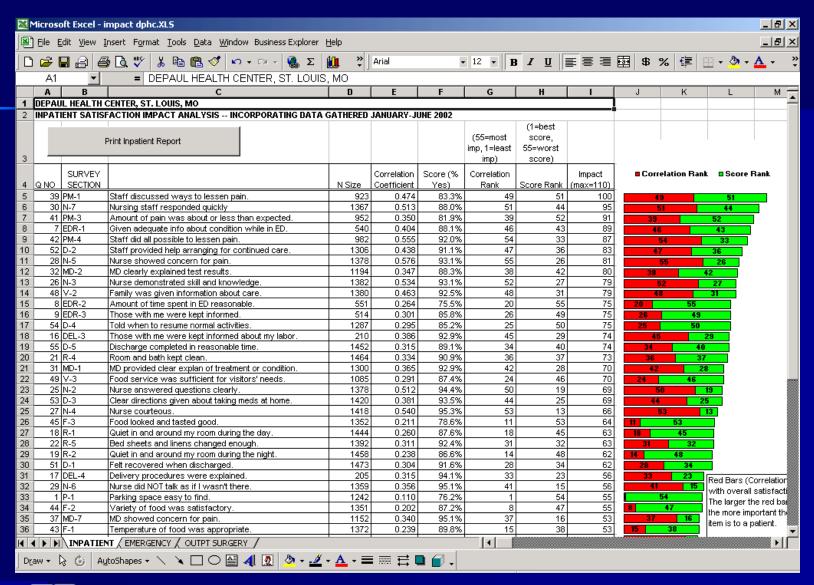


Correlations





Impact Analysis







Staff Focus

- Develop HR plan.
- Motivate staff to contribute to full potential, to develop and learn, to be innovative and creative.
- Provide education and training that supports goals and action plans.





Staff Focus – Learnings

- Integration with Strategic Planning
 - Preparing the organization to address human resource issues
- Evaluation of effectiveness
 - Recruitment
 - Hiring
 - Training





Challenge: Nursing Shortage

By 2010, it's estimated there will be a shortage of 1 million nurses.



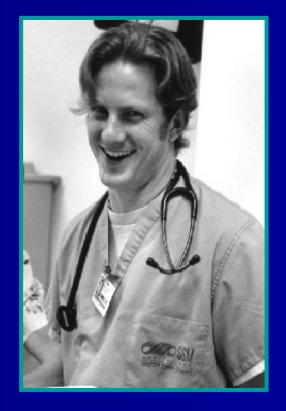




Response: Shared Accountability

Places authority with nurses

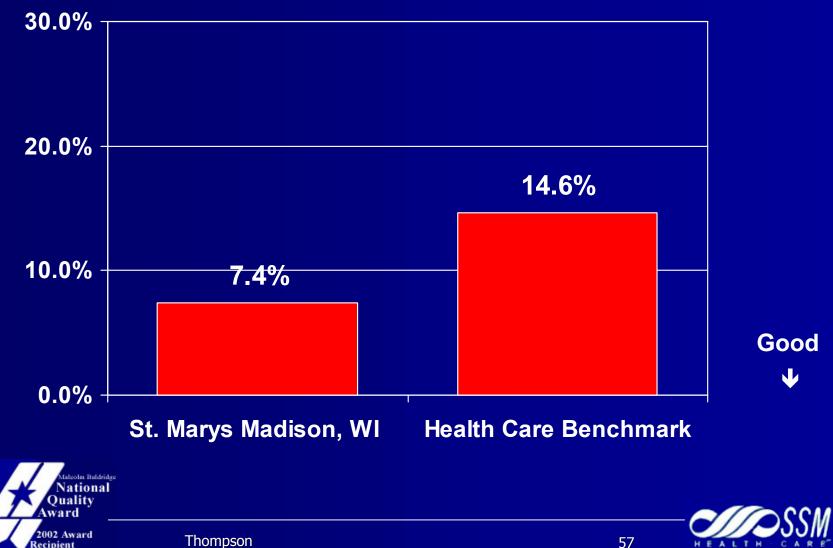




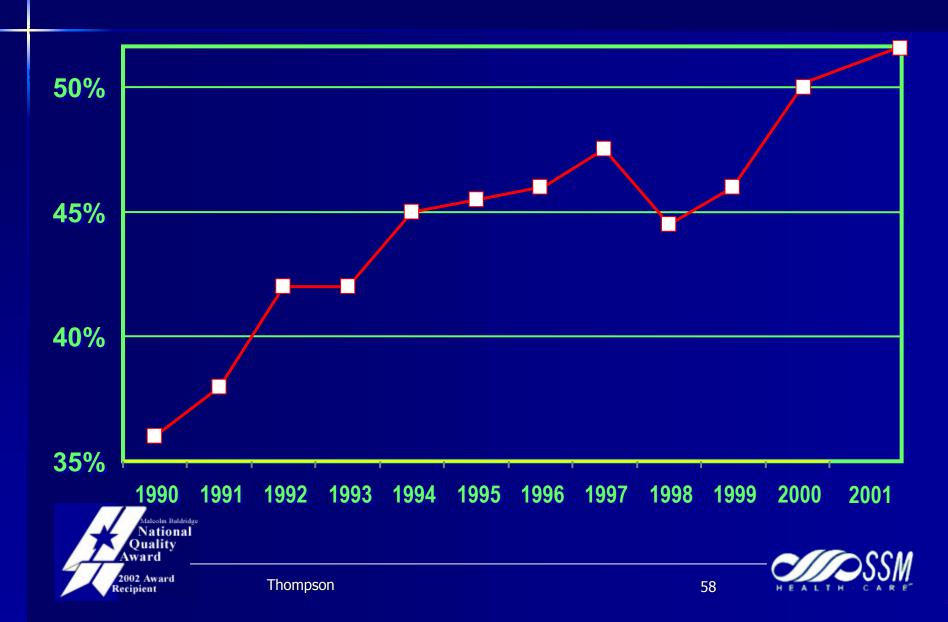




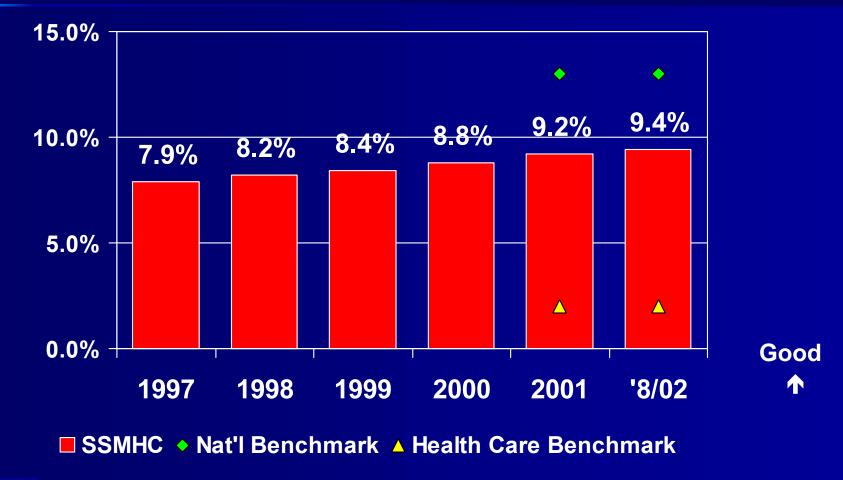
Shared Accountability Nursing Turnover – August 2002



Women in Professional Management Positions



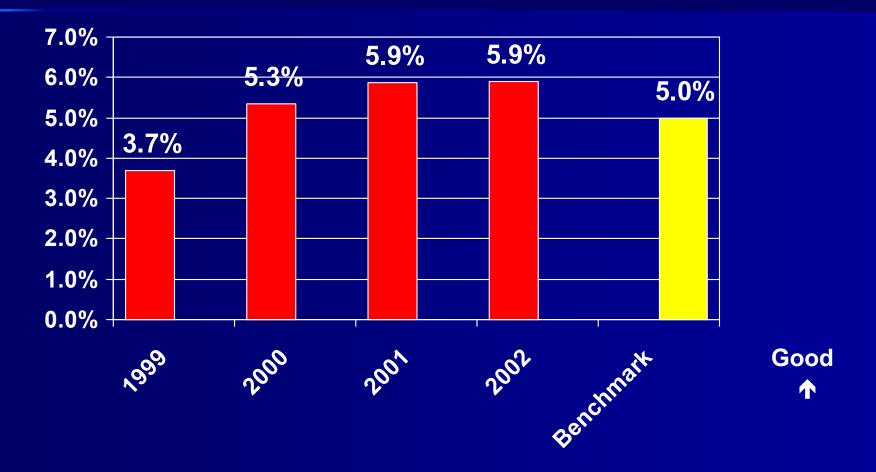
Minorities in Professional and Managerial Positions







Minority Growth

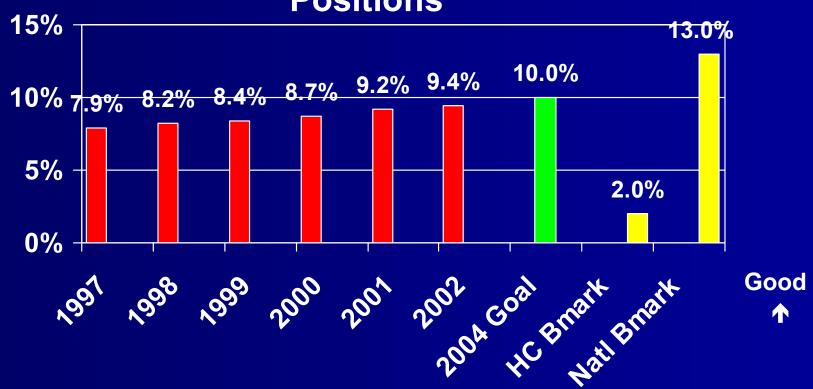






Diversity

Professional & Managerial Positions

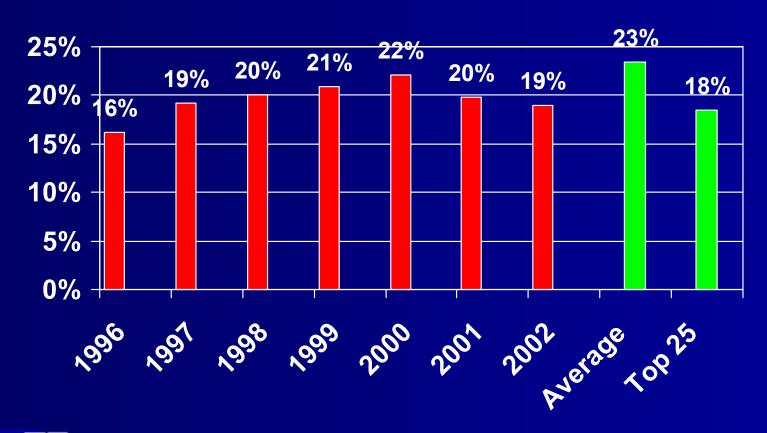






Systemwide Employee Turnover

Part-time / Full-time Only

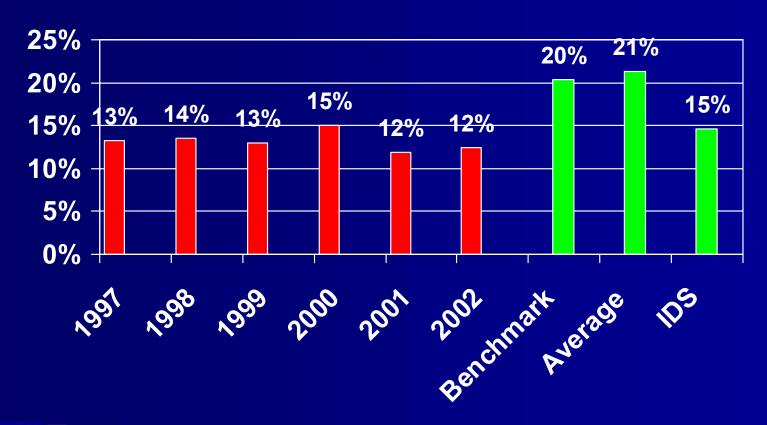






Systemwide Nursing Turnover

Part-time / Full-time Only







Process Management

- Three kinds of processes
 - -Health care service
 - Business (key to growth, support strategic initiatives)
 - Support (support your business)





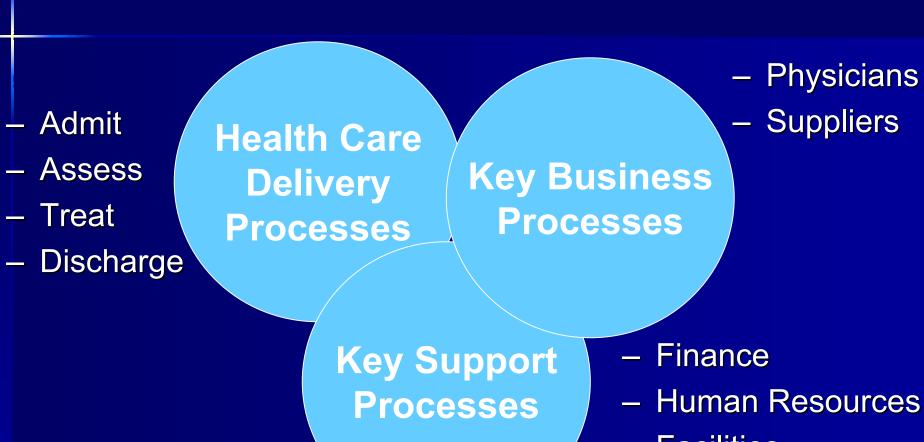
Process Management – Learnings

- Importance of clearly identifying your key health care business and support processes
- Better involvement of suppliers in improving key processes
- Clearly link key processes to customer expectations





SSMHC Process Management Framework





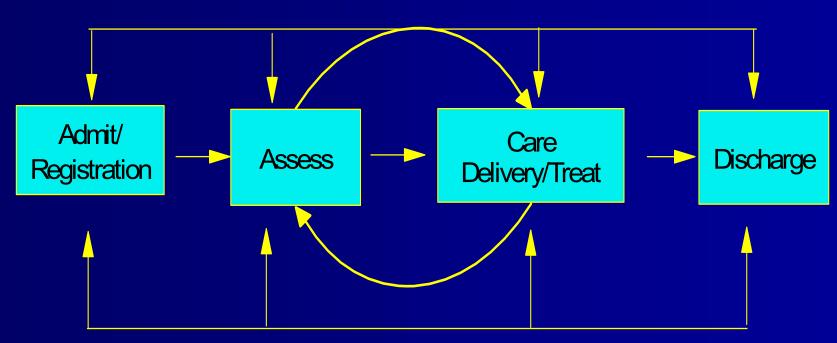
FacilitiesManagement

Information Systems



Health Care Process Care Delivery Model

Continuum of Care



Educate patients and family & ensure patient rights





Health Care Process Examples

- Care Delivery/Treatment
 - Lab: Accuracy, Timeliness
 - Repeat Rates, TAT, Satisfaction Survey
 - Pharmacy: Accuracy
 - Dangerous Abbreviations, ADE
 - Surgical Service: Competence, Communication
 - SS Infection Rate, Periop Mortality, Family member communication

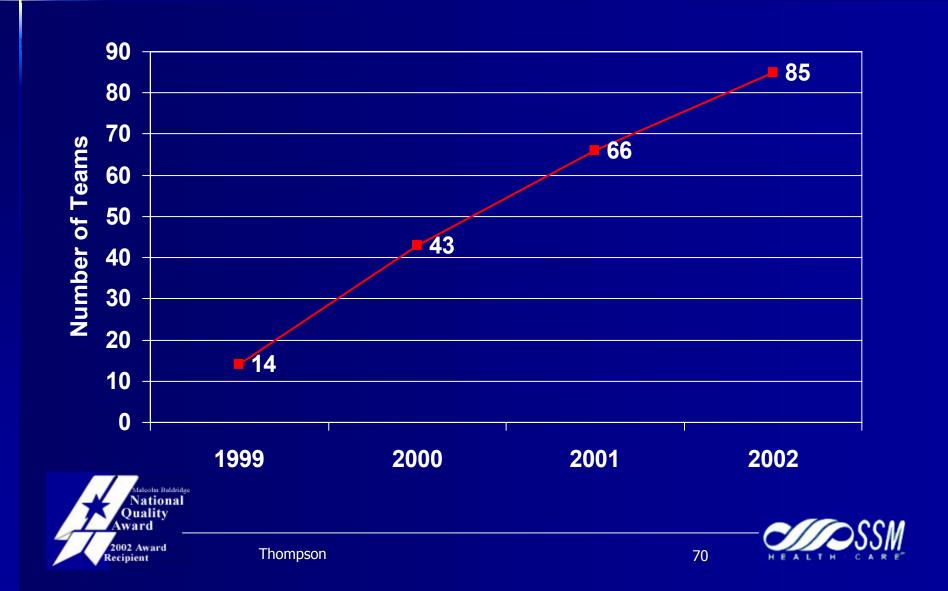




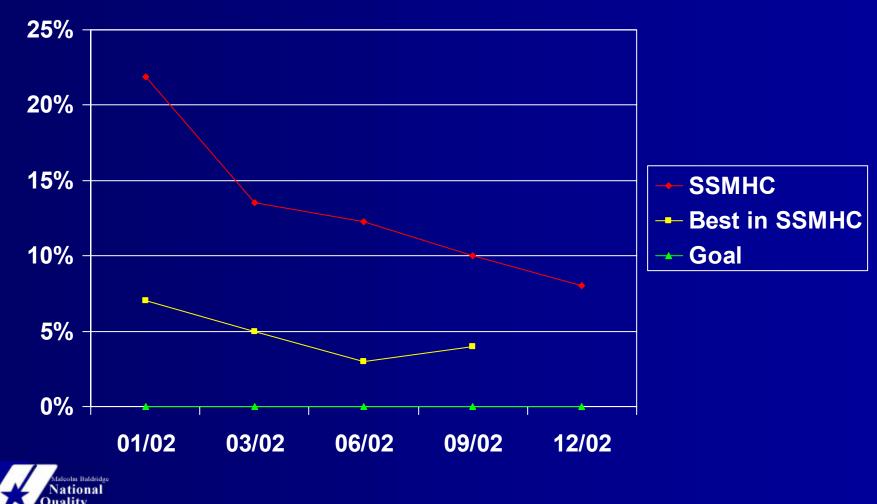
ED Loyalty at St. Joseph Health Center, St. Charles



Clinical Collaborative Participation



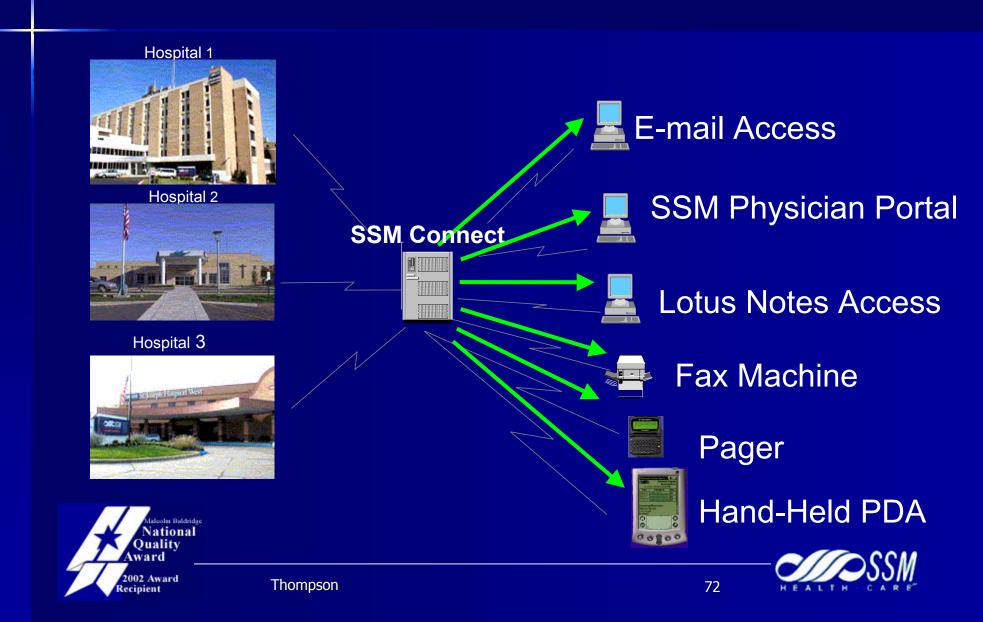
Achieving Exceptional Safety – % of Orders With Dangerous Abbreviations



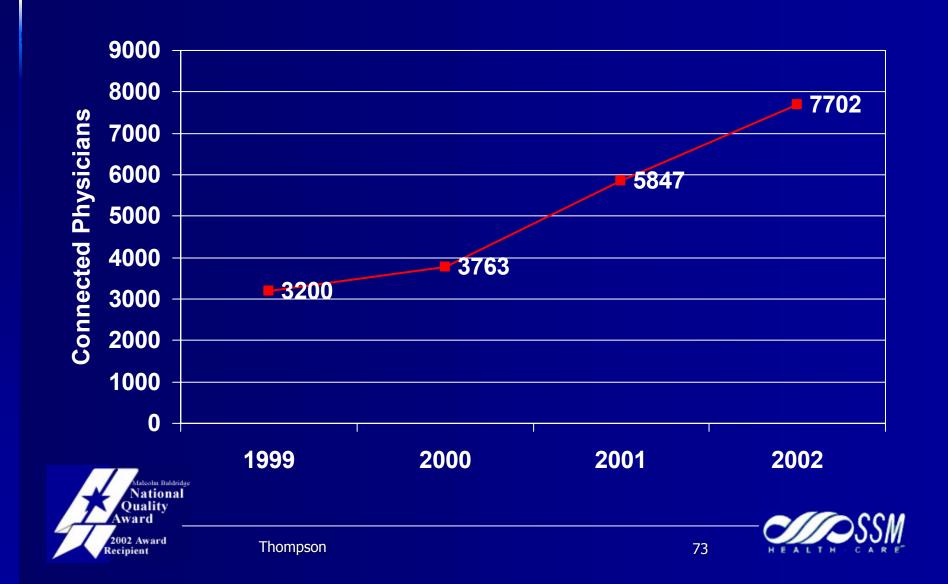


Physician Connectivity

Access Anytime, Anywhere...



Connected Physicians



Net Accounts Receivable



Organizational Performance Results

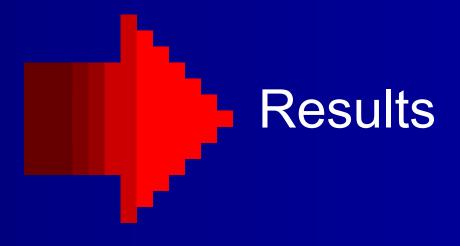
- Measure what is important.
- Measure for effectiveness.
- Set and monitor in-process (leading)
 & outcomes (lagging) indicators.
- Continuously improve results.





Summary

- Unwaivering Leadership Commitment
- Commitment to Employees
- ProcessOrientation







Contact Information

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